

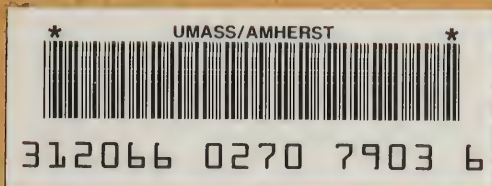
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Guide  
To

Programs

Personnel

Publications



GOVERNMENT DOCUMENTS  
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# OFFICE OF LOCAL ASSISTANCE

MASSACHUSETTS  
DEPARTMENT OF COMMUNITY AFFAIRS

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Office of Local Assistance

A Guide to Programs,  
Personnel and Publications

July 1977

Prepared by Sandra M. Coakley

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Department of Community Affairs

Office of Local Assistance

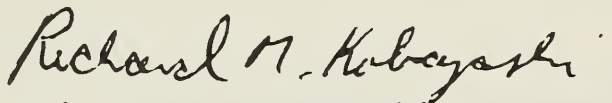
Dear Reader:

This pamphlet is intended to serve as a guide for those interested in the programs of the Department of Community Affairs Office of Local Assistance (OLA), particularly local officials and citizens concerned about the Commonwealth's local governments.

The following pages describe the variety of services offered by the Office, as well as a brief introduction to our staff and publications.

There is also an index of services provided, which includes the appropriate staff person and telephone number, to aid the reader when contacting the Office of Local Assistance. If your community has an administrative or planning problem and needs assistance, please feel free to contact us.

Very truly yours,

A handwritten signature in dark ink, reading "Richard M. Kobayashi". The signature is written in a cursive style with a large, stylized 'R' and 'K'.

Richard M. Kobayashi  
Director  
Office of Local Assistance

Richard Kobayashi, Director ..... 727-3253

LOCAL LIAISON SECTION ..... 727-6964  
John Young, Section Head (or toll free)  
1-800-392-6445

\*Municipal Representatives  
(for general inquiries)

K. K. Raitanen  
Normand Ouellette  
Sumner Lederman  
Sylvester Sylvia  
Thomas Curry  
(see map on pages 8 & 9)

MUNICIPAL PLANNING AND MANAGEMENT SECTION ... 727-3197  
Constantine Yankopoulos, Section Head

\*Community Development  
Activities

David Dronsick  
Gary Brown  
Dorrit Senior  
Madhukar Rege

\*Zoning and Subdivision Land  
Use Regulations

Donald Schmidt  
Carol Rolf  
Jean Van Orman

\*Mapping (statewide maps)

Richard Khan  
Paul Johnson

MUNICIPAL ADVOCACY AND POLICY SECTION ..... 727-3253

\*General Municipal Management

- \*Local Government Organization Mark Morse  
Sharon Crowley  
Brent Wilkes
- \*Home Rule Charters Mark Morse  
Sharon Crowley
- \*Debt Management Brent Wilkes
- \*Capital Improvement Programming/Budgeting Mark Morse  
Brent Wilkes

\*State-Local Relations

- \*Collective Bargaining Brent Wilkes
- \*State Financial Aid Formulas Dennis Dickstein

\*Federal-State-Local Programs  
Information and Assistance

- \*Community Development Block Grant John Young  
(727-6964)
- \*Revenue Sharing Sharon Crowley  
John Young
- \*Public Works Employment Act Sharon Crowley  
John Young
- \*Unemployment Compensation for Public Employees Sandra Coakley

BUILDING REUSE PROJECT ..... 727-7127  
Gene Bunnell, Project Director







## OFFICE OF LOCAL ASSISTANCE

The Office of Local Assistance is located within the Division of Community Services, one of three major sections of the Massachusetts Department of Community Affairs. The Division is administered by Ellis Goldman.

The Office of Local Assistance provides technical assistance and informational services to Massachusetts local governments. OLA staff specialists in community planning, public administration, municipal finance, and related fields, provide assistance in the following three major areas: (1) policy advocacy at the state level; (2) technical assistance on local planning and management issues; and (3) liaison between state and local government. Activities in these three areas are specifically directed toward helping municipalities solve local government problems and strengthen local governments' capacity to manage their own concerns.

The following pages describe the major sections of the Office of Local Assistance -- Local Liaison, Community Planning and Management, and Municipal Advocacy and Policy. A description of OLA staff and publications is also included.

RICHARD M. KOBAYASHI (Director) is responsible for the overall direction of the Office of Local Assistance. The Director also directly supervises the staff of the Municipal Advocacy and Policy Section. (727-3253)

BEVERLY BOYLE (Office Manager) is responsible for the overall supervision and coordination of OLA clerical activities and a variety of administrative tasks.

MARGARET BROUGH (Principal Clerk) provides clerical and administrative support services to the OLA staff.

KATHRYN DWYER (Principal Clerk) provides clerical and administrative support services to the OLA staff.

LOCAL LIAISON SECTION (617-727-6964)  
(Toll Free 1-800-392-6445)

The staff of the Local Liaison Section provides assistance, information, and referral services to local officials on community development problems.

Municipal Representatives are assigned to specific cities and towns and are responsible for conferring with the chief executive officers and other officials and attending community and regional meetings. The purpose of these meetings is to determine specific local problems and to provide local officials with possible sources of technical and financial assistance.

The Liaison staff provide local officials with information and assistance on state and federal legislation affecting municipalities. They also assist local officials in the preparation of applications for state and federal grant programs (e.g., Community Development Block Grant or Public Works Employment Act). The municipal representatives also disseminate copies of departmental publications, reports, brochures, and other items to their assigned communities to assist them in the management of local affairs.

In addition to community visits, Liaison staff respond to approximately one hundred local requests each month for information, advice and assistance received over the OLA toll free 800 line.

For the name of the municipal representative serving your community, refer to the regional map on pages 8 & 9.

JOHN W. YOUNG (Section Head) is responsible for the overall supervision and coordination of the Local Liaison staff; responds to technical assistance requests from municipal and state agencies.

K. K. RAITANEN

Municipal Representative                      Region 2

NORMAND E. OUELLETTE

Municipal Representative                      Region 3

SUMNER A. LEDERMAN

Municipal Representative                      Region 4

SYLVESTER SYLVIA

Municipal Representative                      Region 5

THOMAS J. CURRY

Municipal Representative                      Region 6

For general inquiries, local officials in western Massachusetts communities (Region 1) should contact Armando Dimauro. He is located at the Springfield Office of the Department of Community Affairs, 115 State Street, Springfield, MA 01103 (1-413-736-4581).

COMMUNITY PLANNING AND MANAGEMENT SECTION  
(617-727-3197)

The Community Planning and Management Section provides community development planning and land use management services to the Commonwealth's municipalities. Planning and Management staff prepare in-depth studies to assist municipalities in solving significant local planning and management problems. These projects, while undertaken with specific municipalities, address issues which are of serious concern to many of the communities across the Commonwealth. Included are studies on organizing departments of community development, harbor development, and revitalizing small town central business districts.

In addition to the long-term assistance carried out through the in-depth projects, staff provide assistance on a daily basis to a large number of communities in areas such as zoning and subdivision control and other problems of a community development nature.

The Community Planning and Management Section also prepares a series of statewide resource maps. These include state base maps and maps showing legislative districts and demographic data.

CONSTANTINE YANKOPOULOS (Section Head) is responsible for the overall supervision and coordination of community planning and management staff activities, including the preparation of in-depth planning studies and reports.

GARY R. BROWN (Community and Neighborhood Planner) specializes in the areas of physical land use, waste water disposal, and neighborhood rehabilitation.

DAVID C. DRONSICK (Land Use Management Planner) specializes in environmental planning and is lead reviewer of Section 208 Areawide Wastewater Management Program Agency outputs.

PAUL JOHNSON (Draftsman) assists in the preparation of graphics and drafting materials for the office and is responsible for the distribution of maps and certain OLA publications.

RICHARD KHAN (Chief Draftsman) has primary responsibility for the preparation of graphics and drafting materials for the office.

MADHUKAR A. REGE (Environmental Planner) specializes in the areas of urban design, land use management, growth concepts and building reuse.

CAROL A. ROLF (Land Use Specialist) specializes in the areas of urban design, land use regulations, landscape architectural design, and open space and recreational planning.

DONALD J. SCHMIDT (Land Use Management Specialist) is an expert in zoning and subdivision control regulations.

DORRIT SENIOR (Land Use Management Planner) specializes in urban design and site planning.

JEAN VAN ORMAN (Land Use Specialist) specializes in zoning and subdivision land use regulations.



MUNICIPAL ADVOCACY AND POLICY SECTION (617-727-3253)

The Municipal Advocacy and Policy Section ensures that statewide issues of significant local concern are carefully assessed and that the municipal perspective in the resolution of these issues is accorded serious consideration at the state level.

To accomplish this objective, the staff prepares policy papers on federal and state programs and other significant issues affecting municipalities; provides technical assistance to municipal charter commissions and town government study committees; analyzes and prepares legislation affecting cities and towns; and assists the Community Planning and Management Section in the preparation of in-depth studies. Staff support to the Governor's Local Government Advisory Committee and other standing and ad hoc committees engaged in the development of state municipal policy is also provided. In addition, Municipal Advocacy and Policy staff disseminates relevant information to local governments by means of direct assistance and technical publications on issues affecting municipalities.

SANDRA M. COAKLEY (Municipal Management Officer) specializes in intergovernmental relations and municipal personnel management.

SHARON D. CROWLEY (Municipal Management Officer) specializes in the areas of home rule, local government administration and intergovernmental relations.

DENNIS DICKSTEIN (Municipal Policy Analyst) specializes in municipal taxation and fiscal policy.

ALLAN KANIA (Research Analyst) is responsible for conducting data analyses, surveys, and evaluations of planning and management reports.

MARK E. MORSE (Principal Municipal Management Officer) specializes in local government modernization, local government administration, state-local relations, and is an expert in home rule charter procedures.

BRENT A. WILKES (Municipal Management Specialist) specializes in local government administration, labor relations policy, financial management and the local budget process.

#### BUILDING REUSE PROJECT (617-727-7127)

An eighteen-month Housing and Urban Development Innovative Project Grant has been awarded the Department.

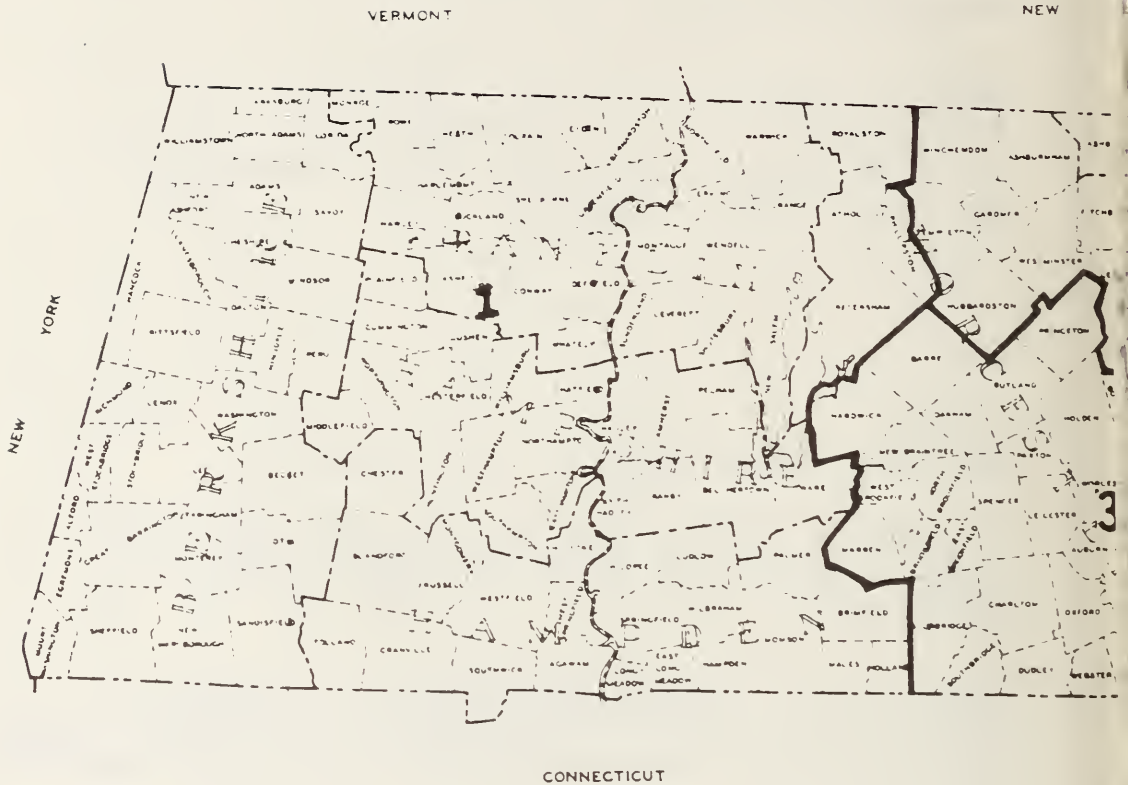
The project, "Removing Obstacles to Community Conservation and Building Reuse at the Local Level," is designed to educate municipal officials concerning the concept of reusing existing structures and increasing their awareness of the importance of neighborhood preservation.

Within the three model communities selected for this program, existing structures with reuse potential will be identified, and feasible reuse alternatives and strategies will be developed. In addition, the project staff will prepare a community development handbook, based on its findings in the model communities, for use by local officials interested in neighborhood preservation and building reuse.

GENE BUNNELL (Project Director) is responsible for overall direction of the building reuse project.

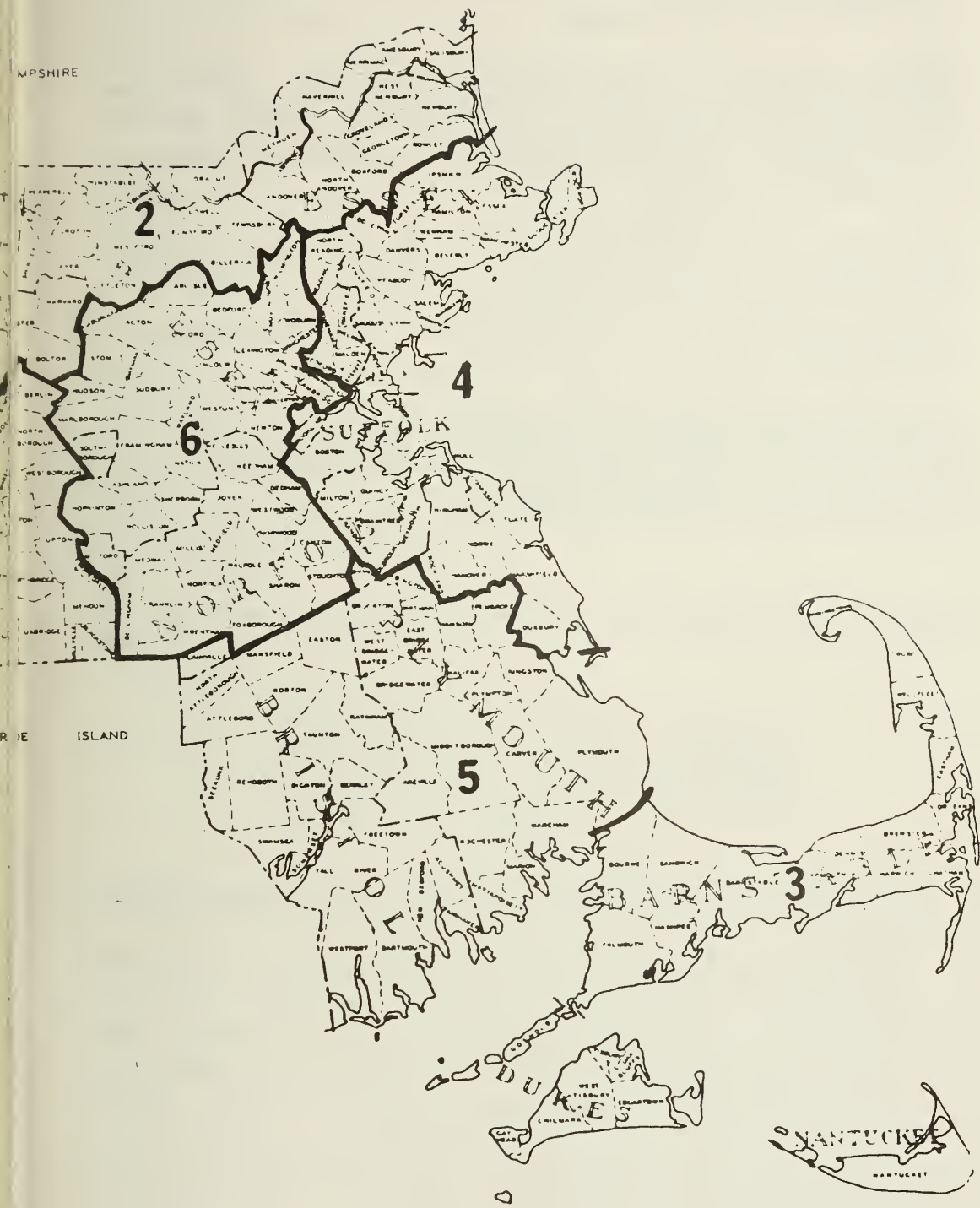


DEPARTMENT OF COMMUNITY AFFAIRS  
OFFICE OF LOCAL ASSISTANCE  
LOCAL LIAISON SECTION



MUNICIPAL REPRESENTATIVES AREAS

- 1 A. DIMAURO (SPRINGFIELD)
- 2 K.K. RAITANEN
- 3 N. OUELLETTE
- 4 S. LEDERMAN
- 5 S. SYLVIA
- 6 T. CURRY



Responsibilities also include generating local awareness of the various approaches to state and local building reuse.

KATHRYN ALLOTT (Senior Planner) provides technical assistance to communities on building reuse; makes presentations, performs research, collects data, and prepares project reports.

OLGA KAHN (Architect) evaluates impact of building and handicap codes on building reuse; provides design assistance to communities considering renovation.

LINDSAY TREMENTOZZI (Principal Clerk) provides clerical and administrative support services to building reuse project staff.

## PUBLICATIONS

Following are summaries of the Local Assistance series of reports. During the first round of studies, undertaken in 1976, reports on planning and management issues were prepared in eight communities throughout the Commonwealth. Seven technical assistance reports, comprising the second round of studies, are being completed during 1977. A supplement to these reports entitled A Guide to Citizen Participation is also available.

In addition, brief descriptions of other publications prepared by the Office of Local Assistance are also contained in this listing. They include reports and manuals on home rule, zoning and subdivision laws, energy conservation, capital budgeting, the Wetlands Protection Act, and the Federal Community Development Block Grant Program.

All of these publications are available upon request from --

Office of Local Assistance  
Department of Community Affairs  
One Ashburton Place, Room 1619  
Boston, MA 02108

### Establishing Departments of Community Development

Peabody is the model for this project in which a specific proposal for the creation of a community development agency is recommended. The report analyzes case studies of other municipalities with established departments of community development. It discusses the options available to local governments in creating such departments and advocates the modernization of local government structures. The report's recommendations are generally designed for municipalities with populations of 25,000 or more or municipalities having the resources and desire to professionalize their community development activities. 55pp (1976)

### Preserving Agricultural Lands

Preservation of agricultural land and revitalization of agriculture are the topics of this study. This report tests the application of the latest techniques of agricultural land preservation in the model community of Westfield. Since there is little that a municipality can do to influence the economics of agriculture and since there are few planning tools available for local application, the development of state policy in this area is important. This study is of concern to communities interested in fostering a state policy to maintain agricultural land use. 112pp (1976)

### Evaluating Development Impact

Chelmsford is the model for this study which is intended as a practical guide for local governments analyzing impacts of major development proposals. It provides a general approach to impact analysis, suggests methods, points out key issues, and provides background information. In this study, a proposed shopping center was used as the example for testing the impact evaluation process. The process is geared toward municipalities experiencing rapid growth and which have the primary ingredients such as highway access and water and sewer facilities needed to attract major development. 165pp (1976)

### Developing a Land Use Management Process

This study is beneficial to smaller communities lacking basic services (water/sewer) and facing growth pressures. It describes and evaluates the tools and techniques available for developing an effective local land use planning process. The project recommends alternative policies for future development in a community and identifies the fiscal, social, administrative and environmental constraints in implementing a land use policy. Mashpee is the model for this project. 46pp (1976)



### Organizing for Local Economic Development

Wareham is the model community for this study which addresses the issue of community development in smaller communities. This study highlights the key economic development institutions within the Town. It also proposes various means for organizing local resources to deal more effectively with issues of industrial development, unemployment, and commercial development. 75pp (1976)

### Monitoring Change in Residential Neighborhoods

Neighborhood preservation is the topic of this study undertaken in the model community of Melrose. It demonstrates a method for identifying changes taking place in residential areas before visible evidence of decline is apparent. In this way, local officials are able to identify problem areas and take corrective action before decay or undesirable changes occur. This project will benefit larger municipalities with stabilizing or declining populations and are concerned with preventing neighborhood deterioration. 80pp (1976)

### Revitalizing Small Town CBD's

This study is on the techniques of revitalizing small town central business districts (CBD's). The purpose of this report is to identify the future of small CBD's in terms of their social and economic role in the community. Issues such as housing, community services, aesthetics, and traffic and circulation are addressed. In addition, specific recommendations are made to the Town of Millbury to assist it in developing a detailed CBD revitalization plan. 128pp (1976)

### Evaluating Re-Use Options for Large Institutional Land Holdings

This study is designed to assist communities in addressing the issue of maximizing economic and land use opportunities presented by obsolete institutional

properties. Lenox is the model for this project. The report is intended to aid local officials in planning for the effective re-use of such lands and buildings. More importantly, however, the study contains useful tools for evaluating re-use proposals presented by developers to local officials. 80pp (1976)

### Planning and Developing Small Harbor Areas

Using the Newburyport-Salisbury area as a model, this project is designed to help coastal communities in Massachusetts more effectively plan and develop their limited, yet vital, coastal and harbor resources. It examines the potential for increased commercial fishing facilities resulting from the enactment of the 200 mile off-shore fishing limit, and studies other economic potentials such as recreation, tourism, and commercial redevelopment and revitalization. This report includes models for harbor design which show the physical interrelationships of land and water uses, including land and water traffic circulation, piers, dockage facilities, warehousing, channeling, and breakwater construction. (1977)

### Improving Highway Business Areas

Uncoordinated development, one-upsmanship and poor regulatory controls have resulted in what is commonly referred to as "strip commercial" development. A portion of Route 2 in Williamstown is the model for this study of the problems associated with highway business districts. The report analyzes the problems and proposes solutions having wide applicability. A procedure for cooperation among governmental agencies and between public and private sectors is also recommended. (1977)

### Preparing a Development Constraints Information System

This study is designed to introduce a community development management system. By means of map overlays, it allows local officials and developers to determine where



development problems and opportunities exist, so that growth may be directed towards areas of least community impact. The model community chosen for this study is the Town of Easthampton. (1977)

### Developing a Local Comprehensive Permit System

Bridgewater is the model in this study of the local development permit process. The maze of local boards, commissions, and authorities with permit-granting powers can often confuse, delay, and work at cross purposes in controlling development in a community. This study gives a general overview of the existing activities relative to permit issuance within a given community and suggests ways in which this process can be streamlined and made more efficient. The report attempts to provide the framework for a balanced approach to development through which maximum protection can be afforded the town, and the legitimate interests of the developer can be safeguarded. (1977)

### Managing Seasonal Neighborhoods in Transition

This study analyzes the problems of a municipality containing seasonal neighborhoods which are undergoing change and conversion. The Town of Lakeville serves as the model community with Buena Vista Shores (a residential area of some 400 homes developed along the shoreland of a lake within the town) serving as the model neighborhood. The issue of neighborhood municipal responsibility for providing services is addressed in the various problem areas identified. These areas include housing density, area wastewater disposal, drinking water supply, circulation systems, police and fire protection, and recreation. The report presents guidelines for solutions, and proposes various alternatives to resolve the identified problems. Recommendations and methods of implementation are presented. (1977)

### Managing Debt as a Community Resource

This report is designed to serve as a manual for local officials who want to improve their understanding of

the activities involved in the issuance of debt and who desire to enhance their communities' capacity to manage debt.

The subjects specifically covered include: financial and legal foundations of indebtedness; decision basis for authorizing debt; steps in authorizing and issuing general obligation bonds; short-term financing; the Massachusetts municipal bond market; and steps to improve a community's capacity to manage debt. Many of the conclusions made in this report have been drawn from research conducted in the City of Haverhill. 78pp (1977)

#### Modernizing Local Government

Leicester is the model for this project which studies the governmental structure of smaller communities and which proposes alternative governmental structures that can more effectively handle local problems. Special emphasis is placed on evaluating and strengthening the role, responsibility, and accountability of the chief executive; professionalizing government operations; improving internal communication; and creating a sound community development process. The project introduces new management concepts to Massachusetts that have proven successful in other states. It also includes appropriate ways for implementing the proposed governmental structural changes (through charter revision, administrative order, local by-law/ordinance, or special legislation, as required). (1977)

#### A Guide to Citizen Participation (supplement to in-depth studies)

This publication is intended as a guide for local officials in establishing citizen participation processes. It includes specific examples of citizen participation mechanisms in federal, state, and local agencies. 57pp (1976)

### The Home Rule Procedures Act

This publication contains a reprint of the actual text of the "Home Rule Procedures Act," Chapter 43B of the Massachusetts General Laws. A brief summary of each section of this chapter is provided in order to describe the basic procedures for the adoption, revision or amendment of a municipal charter. The publication is designed to provide a reference for charter commissions, local government study committees and other local officials. 23pp (1977)

### Summary of Home Rule Charter Provisions

A one-page description of each home rule charter is provided in this publication. A brief analysis of charter provisions and a summary table are also provided in an effort to describe the major trends in home rule charters adopted by Massachusetts cities and towns. 50pp (1977)

### Guidelines for Municipal Capital Programming

The primary purpose of municipal capital programming is to assist local officials in the proper selection, scheduling and financing of capital projects. This manual describes the basic steps in the implementation of a capital improvements program. These guidelines are also intended to demonstrate not only the method, but the importance and the practicality of this approach to improved municipal management. 130pp (1975)

### Community Development Block Grant

The current rules and regulations governing the Community Development Block Grant Program are contained in this publication for use by local officials and citizen groups. Also included are procedures for preparing applications and selecting projects, and a listing of eligible activities. (NOTE: Changes in the CDBG Program, expected during 1977, will require revision of this manual.) 48pp (Revised 1975)

The Zoning Act, Chapter 40A, General Laws

This publication is a reprint of Chapter 40A of the Massachusetts General Laws, The Zoning Act, as amended by Chapter 808 of 1975. It contains annotations to assist local officials in the research and clarification of various aspects of the zoning statute. 19pp (Revised 1976)

Municipal Planning and Subdivision Legislation,  
Chapter 41, General Laws

This publication is a reprint of Chapter 41 of the Massachusetts General Laws, the Municipal Planning and Subdivision Control Law. It contains annotations to assist local officials in the research and clarification of various aspects of the subdivision statute. 29pp (Revised 1976)

Betterments, Some Questions and Answers

The purpose of this booklet is to provide local officials and citizens with information relative to Chapters 80 and 80A of the Massachusetts General Laws. It describes the procedures for construction and assessment of "betterments." 8pp (1976)

Sewers, Drains and Sidewalks, Some Questions and  
Answers

Chapter 83 of the Massachusetts General Laws pertains to the construction, maintenance and assessment of sewers, drains and sidewalks in Massachusetts communities. This publication was prepared as a source of information for local officials and citizens dealing with this law. (Legislative changes through 1975 are covered.) 17pp (Revised 1976)

Wetlands Protection Act, Questions and Answers

The Wetlands Protection Act (Chapter 131, Section 40, of the Massachusetts General Laws) deals with the



removal, filling, dredging, or altering of wetlands within the Commonwealth. This booklet describes the requirements of this Act for use by municipal officials. 12pp (Revised 1976)

### Energy Management in Municipal Buildings

This manual describes practical methods for reducing energy consumption in municipal and school buildings by 30 percent. It describes the use of building audits to reveal energy conservation opportunities as well as the role of a local energy conservation manager in initiating and implementing a local conservation effort.

In addition, a technical appendix is provided which includes an explanation of the principles that underlie effective conservation measures, rules of thumb for estimating savings and twenty-nine cost benefit analyses of measures that require a capital investment. These measures range from the insulation of schools to the installation of automatic door closers in fire stations. 125pp (1977)

### Energy Management in Municipal Street Lighting

A methodology for assessing improvement and cost reduction options for municipal street lighting systems is presented in this manual. The study compares the costs of alternative lighting systems for commercial, arterial, high safety and residential applications and presents a case study demonstrating a successful approach to reducing street lighting costs while upgrading lighting quality. 94pp (1977)

### Energy Management in Municipal Vehicles

This manual describes methods for reducing the fuel costs of municipal fleets from 50 to 70 percent by means of an accurate fuel and maintenance cost accounting system. This system, combined with the use of life-cycle costing in vehicle procurement, preventive maintenance, reduced vehicle usage and a sound replacement

policy, insures substantial savings in fuel costs without reducing municipal services. 87pp (1977)

Built to Last: A Handbook on Recycling Old Buildings

This publication shows how Massachusetts has turned such reusable old buildings as a vacant school into a city hall, an old convent into housing for the elderly, an 1865 house into a credit union, a 90-year old police station into a contemporary art museum and restaurant, a parking garage for trolley cars into an indoor shopping bazaar, and an 1853 piano factory into apartments and studios for artists.

The study examines preservation in general, with particular attention to the economic benefits of recycling old buildings. It also discusses varied strategies for neighborhood renewal.

This book was prepared by Gene Bunnell of the Office of Local Assistance, and has been published by Preservation Press of the National Trust for Historic Preservation. Copies of the 125 page paperback can be purchased for about \$5 in Massachusetts bookstores and by mail from the Preservation Bookshop, National Trust, 740-748 Jackson Place, N.W., Washington, D.C. 20006. 125pp (1977)









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BOSTON, MA 02108**